UNIVERSITY PRESIDENT

LEADERSHIP STATEMENT
The Colgate University Mission

As a leading residential liberal arts university, Colgate’s mission is to provide a demanding, expansive educational experience to a select group of diverse, talented, intellectually sophisticated students who are capable of challenging themselves, their peers, and their teachers in a setting that brings together living and learning.

The purpose of the university is to develop wise, thoughtful, critical thinkers and perceptive leaders by encouraging young men and women to fulfill their potential through study and residence in a community that values all forms of intellectual rigor and respects the complexity of human understanding.

In reaccrediting Colgate in June of 2008, the Middle States Association of Colleges and Universities gave the university a commendation, reporting:

The aspiring and purposeful culture of Colgate was evident in every aspect of our visit. This is a community that is justly proud of its character and accomplishment, and one that has stayed deeply and pervasively true to its liberal arts mission. The faculty is devoted to teaching and to scholarly excellence. The students are engaged and committed, loyal to the institution and appreciative of their relationships with faculty and staff members. The college is blessed with strong leaders and staff members at every level who strive to sustain and enhance this special place, and we were impressed by the talent and vision of the President and senior administrators. We admired their commitment to excellent stewardship, best management practices, and visionary planning that recognizes both challenges and opportunities in the years ahead.

We commend Colgate University for its historic strengths as well as its ambitious and forward-looking Strategic Plan, adopted in 2003. Colgate faculty members are talented, engaged, and productive scholars who are dedicated to their students and to the University as whole. The curriculum is outstanding, with distinctive programs including the Liberal Arts Core and the off-campus study groups. In a relatively short period of time, the University has laid the foundation for excellent student learning assessment procedures at the department level. The Admissions Office has been successful in attracting and selecting strong applicants. Recent programming through the ALANA Cultural Center offers a model for intellectual engagement and cross-cultural understanding. Institutional resources are allocated in direct response to the Strategic Plan’s priorities. The University has experienced a high level of success in its current fundraising campaign, and financial planning and projections are well thought out and thoroughly used. The Board of Trustees, finally, is passionate about the mission of Colgate and committed to strong fiduciary oversight and philanthropic support.
Colgate History

Colgate’s origins date back to 1819, when “13 men with 13 dollars and 13 prayers” met in Hamilton, N.Y., to found a Baptist theological seminary. Like many frontier institutions, the seminary struggled early on. In 1846, it was chartered as Madison University by the State of New York. The “University” in the institution’s name originally recognized the collegiate and theological departments that made up the Hamilton Literary and Theological Institution. The designation continued through the name change to Colgate. New York City soap maker William Colgate took an interest in the institution in 1823, and support from his family sustained the school over many years. The trustees adopted the Colgate name in 1890, recognizing the family’s continuous involvement and service.

Colgate has been non-sectarian since 1928, when the theological seminary moved to Rochester. The university has been coeducational since 1970. At its center, Colgate today is a residential undergraduate liberal arts university offering the Bachelor of Arts in 51 concentrations (majors); a handful of students each year study for the Master of Arts in teaching or, on occasion, a Master of Arts degree in a particular discipline.

“University” seems an apt description for an institution that, while focusing on undergraduate education, is of the size and embraces the ambitions of Colgate today. With 2,800 undergraduates (currently 52 percent women, 48 percent men), Colgate is one of the largest national liberal arts colleges, as defined by the Carnegie Foundation. That size supports a lively community of diverse interests and enables Colgate to offer a wider range of courses than exists at many liberal arts colleges. Size also creates administrative efficiencies that allow allocation of a comparatively larger proportion of resources to the academic program. Still, Colgate has a student: faculty ratio of 10:1 and emphasizes the interaction between undergraduates and faculty members.
Strategic Planning

Colgate's strategic plan was designed to amplify the university's academic excellence. The result of a 13-month planning effort culminating in the unanimous approval of Colgate’s Board of Trustees in October 2003, the plan was reviewed by the board in 2008 and its basic tenets were reaffirmed. The plan identifies strategies to enhance the university’s work for students on three fronts:

• Reinterpreting the liberal arts skills of communication and critical thinking to take into account 21st-century challenges and opportunities;

• Multiplying connections between students and faculty members by building on the faculty’s record of original research and creativity; and

• Building on Colgate’s strong sense of community, locally and globally

In a broad sense, the plan has pursued a vision that Colgate has had for a number of years—a sense of itself as a “liberal arts university,” which can offer students the intimacy of a liberal arts college and the diverse opportunities and scholarly excellence of a university.

The Strategic Plan contained many initiatives, both large and small, but a few warrant special mention. The university’s completely renovated Case Library and Geyer Center for Information Technology and the new Ho Science Center represent the largest expansion of space in Colgate history, providing modern teaching and research facilities on campus. New Institutes of Advanced Study provide funding and administrative support for interdisciplinary faculty collaboration. The Residential Education program has committed Colgate to enhancing the connections between students’ in-class and out-of-class lives. The Diversity Initiative entails a commitment to fostering a campus environment that respects difference. The university reaffirmed its commitment to Division I athletics and began to award athletic scholarships that should allow the university to compete for the most academically gifted and athletically talented student-athletes. These highlights provide just a sampling of the strategic planning efforts, all of which have had a significant, positive impact on the university’s commitment to excellence.
Colgate’s active and nationally configured Board of Trustees, consisting of 35 members including the president, governs the university. Membership on the Board of Trustees is normally limited to three consecutive three-year terms and predominantly consists of Colgate alumni. The board holds four meetings per year and occasionally convenes a summer retreat to focus on specific topics.

The board chair is Chris Clifford ’67, managing director of the Boston-based private equity firm Berkshire Partners. After earning his bachelor’s degree from Colgate, he went on to earn an MBA from the Harvard Business School. He has served on Colgate’s Board of Trustees since 1999. His daughter Caroline graduated from Colgate in 1993.

The board vice chair is Peg Flanagan ’80, who was a litigation partner with the Boston firm Testa, Hurwitz & Thibeault before leaving work to devote time to family and various community and school activities. After Colgate, Flanagan went on to earn a degree from Georgetown University Law Center. She has served on Colgate’s Board of Trustees since 2001.

The president of the university reports directly to the board and has a senior executive administrative staff including the dean of the faculty/provost, dean of the college, vice president for finance and administration, vice president for institutional advancement, vice president for alumni affairs, vice president and senior philanthropic advisor, vice president for public relations and communications, vice president and dean of diversity, vice president and dean of admissions, director of the athletics division, associate vice president for human resources, and the secretary of the college/secretary to the Board of Trustees.
Finance and Fundraising

Colgate is financially strong, with an endowment investment portfolio of approximately $550 million and a physical plant valued at $324 million. The university is consistently given a strong credit rating by agencies, most recently S&P AA- and Moody's Aa3.

The Colgate community has a proud tradition of living within its financial means as exemplified by its recent completion of its 46th consecutive year with a balanced operating budget, most recently totaling $147 million. This was accomplished in the face of the current economic downturn that has put extraordinary pressure on all institutions of higher education. To ensure future budgets are balanced and that the university maintains its commitment to academic excellence, a cross-campus Economic Environment Working Group has been formed to explore options and make recommendations to the President and Board of Trustees.

Passion for the Climb: The Campaign for Colgate

In order to pursue its leadership agenda and put the university’s strategic plan fully into action, in March 2007 Colgate launched a $400 million “Passion for the Climb: The Campaign for Colgate,” its most ambitious comprehensive fundraising campaign ever. The campaign goal is more than double the previous and most successful campaign in Colgate’s history, which concluded in 1998. In spite of the current challenging economic environment, support for the “Passion for the Climb” Campaign has been tremendous with $340 million raised to date.

The campaign has generated significant endowment and annual support for financial aid, enabling the university to expand its commitment in this area. It has also secured funds for capital projects, endowed faculty chairs and coaching positions, institutes of advanced study and student life initiatives. The university has placed a high priority on continuing to raise funds for financial aid.

The university’s annual giving rate is consistently among the best in the nation, hovering between 46-55% participation. While a recent drop-off is attributed to the launch of the campaign and the announcement of a significant number of multi-million dollar gifts, efforts in the current fiscal year have the university bucking national trends through increased participation in the annual fund. Recent alumni have responded strongly to a participation challenge and similar efforts based on recent success are in development. Senior class giving records are being broken with participation rates in the mid 90% range.
Academics at Colgate

The Faculty
Colgate faculty members are committed to excellence in both teaching and scholarship and appreciate the interdependence between the two endeavors. They create an intimate learning community by providing students with numerous opportunities for close contact: first-year seminars, senior theses and seminars for concentrators, collaborative faculty-student research projects, a diverse array of interdisciplinary programs, and off-campus study programs led by Colgate faculty members.

The 277 members of the university’s faculty are led by the Provost and Dean of the Faculty, a position currently held on an interim basis by Professor of History Jill Harsin while Lyle Roelofs, who came to Colgate as Provost and Dean of the Faculty in 2004, serves as Interim President. Roelofs came to Colgate from Haverford College, where he served as associate provost and as a member of the physics department.

An aggressive stance towards scholarship has produced a faculty with a national reputation in research that is notable among liberal arts colleges. The current faculty includes a Grawemeyer Award Winner; a New York Times bestselling novelist; a number of Guggenheim Fellows and Fulbright Scholars; recipients of fellowships at the Institute for Advanced Study, the Woodrow Wilson Center, and Dumbarton Oaks; a CASE National Professor of the Year, and many recipients of grants from government and private foundations.

Colgate ranks highly among liberal arts colleges in its level of funding by the National Science Foundation; recently, Colgate received from the NSF the largest research grant ever awarded to the university, nearly $1 million to three members of the faculty who are studying the impact of acid deposition in the Adirondack Mountains. Many departments rank in the top 20 nationally for the number of alumni going on to earn PhDs or other culminating degrees in their fields.
The Curriculum
Curricular integrity has characterized the institution for much of its history, including a general education program with roots dating to 1928. On the strength of the dynamic Liberal Arts Core Curriculum, which is continually refined and developed, the Association of American Colleges & Universities has cited Colgate as a leadership institution in its Greater Expectations Program, a national model for the development of general education programs. Tangible evidence of the faculty's commitment to the core is the widely attended annual two-day retreat devoted to discussions of pedagogy and the content of Colgate’s Liberal Arts Core Curriculum.

Off-Campus Study
By all measures, Colgate is a national leader in off-campus study programs, offering 22 semester-long programs led by members of the Colgate faculty all over the world, from London to Kyoto, from Venice to Wollongong (Australia), from Beijing to Santiago (Dominican Republic). On the China Study Group, for example, students study intensive Chinese at Peking University in Beijing, but also have the opportunity to explore Taiwan and Hong Kong. In the new India consortial program, students receive intense language instruction, live in and learn in Delhi, Mussoorie, Jaipur and other locations, and have the opportunity to do supervised independent research on a topic of their choosing. Domestic programs also offer opportunities for a semester of study off campus. Students work directly with research scientists at the National Institutes of Health, in internships on the Washington Study group, and with Native American communities in New Mexico. Extended study, by which the work of a course begun on campus in a regular term is continued off campus for two or three weeks after the term is over, offers students the opportunity to study away from campus for periods shorter than a semester in domestic and foreign locations such as China, Denmark, Italy, New York City, Japan, and Uganda.

Faculty-Student Research
Colgate supports an ambitious program of faculty-student collaborative research. Students are given many opportunities to collaborate with faculty on scholarly and creative projects and many present their work to the public at regional, national, or international meetings. Every summer, nearly 100 students receive stipends to work for six to ten weeks on research projects with faculty members. In the last decade, Research Experience for Undergraduates has become a major program of the NSF, but Colgate has been doing it, mostly out of its own pocket, for nearly 30 years. The fruits of these efforts appear in jointly authored journal publications or presentations at conferences, especially the National Conference on Undergraduate Research, to which Colgate always sends one of the largest contingents.
Community Engagement
Through the Center for Outreach, Volunteerism, and Education (COVE), a professionally staffed effort that matches faculty expertise and student interest with needs in the community, Colgate fosters a variety of service learning and volunteer experiences that engage a large percentage of the student body.

Colgate’s Upstate Institute fosters connections between the university and surrounding communities through research conducted by students, staff, and faculty. The Institute sponsors faculty research on the region, partners students with community, government or non-profit organizations to develop and implement projects that bolster organizational capacity, hosts discussions and events on topics of interest to the region such as the National Abolition Hall of Fame, and trains students to directly help area families through such programs as bankruptcy relief and tax return preparation.
Student Life

Student Body Profile
Admission to Colgate is highly competitive. The university accepted 24 percent of the 9,415 students who applied to the Class of 2012, and 33 percent of those who were accepted enrolled. The current student body represents 48 states, the District of Columbia, and 37 foreign countries. Approximately 24 percent of the undergraduate population identify themselves as Black, Asian, Native American, Hispanic, or “other/unknown.” The SAT scores of the middle 50 percent of students accepted for admission to the Class of 2012 ranged from 660 to 740 verbal, and from 670 to 760 math; 93 percent of the Class of 2012 ranked in the top 20 percent of their high school graduating classes.

There is a distinctive spirit that is characteristic of Colgate students. They are typically intelligent, energetic, pragmatic, and engaged. They come to campus full of enthusiasm for both their academic and extracurricular lives, and they leave well equipped to contribute to their communities and professions.

Students are competitive for national honors, in recent years winning Rhodes, Truman, Marshall, Watson, and Fulbright Fellowships. More than 90 percent of the students who enroll graduate—one of the highest graduation rates in the nation. In addition, Colgate’s student-athletes have a six year graduation success rate of 99 percent, the highest for any school in the NCAA. Approximately 30 percent of the Colgate alumni who graduated since 1980 have gone on to earn graduate degrees.

The Dean of the College
The Division of the Dean of the College oversees all student affairs programs at Colgate, and is led by vice president and dean of the college Charlotte Johnson who previously served as assistant dean for student affairs and a member of the senior staff at the University of Michigan Law School. The division is made up of more than 50 professionals and 12 departments, including residential life; administrative advising; the Center for Leadership and Student Involvement; the Center for Outreach, Volunteerism, and Education; career services, judicial affairs; counseling and psychological services; international student programs; the Student Health Services; the ALANA Cultural Center; and campus safety. The Office of the Chaplain reports jointly to the dean of the college and dean of the faculty.
Faculty-Student Connections
Students say their interaction with members of the faculty is one of the most powerful and meaningful elements of the Colgate experience. In formal relationships, such as those characterized by study groups and research collaboration, students report that their relationships with members of the faculty are rich and rewarding. Informal interactions with faculty — dinners; contact at social, cultural, and athletic events; and volunteer activities — add significantly to students’ experiences at Colgate. Alumni respondents to a survey conducted by the Gallup Organization confirmed that contact with faculty members continues long after graduation and is one of the factors that keep graduates connected to the university.

Residential Education
Colgate has garnered national attention for its four-year Residential Education Program that seeks to tightly connect the in-class and out-of-class experiences. The program is anchored by the First-Year Experience in life skills, which provides incoming students with more focused support as they make the transition to Colgate; the Sophomore-Year Experience, which provides opportunities for students to engage in a broad range of conversations about pressing public issues while also developing the skills of citizenship; and the Broad Street Community for juniors and seniors, which allows self-selected groups of peers to live in college-owned houses or apartments where they work to build healthy communities. The new program has made Colgate a benchmark institution for residential education in the 21st century, dealing with some of the major challenges in higher education such as promoting safe, legal, and responsible alcohol consumption habits, maintaining close student/faculty relationships, preparing students for an increasingly competitive job market, increasing students’ civic engagement, and providing a campus environment that teaches students to embrace difference as well as to create new visions of the common good.

Colgate’s residential options include traditional residence halls, special interest houses, college-owned apartments, college-owned Greek-letter houses, and themed townhouses. A key component of the residential education program is that all students participate by living in university-owned housing. The only exceptions are a limited number of seniors who receive permission to live in off-campus apartments.

Student Activities
Colgate is a community of leaders and doers, and student life is focused largely on the campus and surrounding community. Students are characterized as outgoing and entrepreneurial, and their energy and enthusiasm are reflected in a vibrant campus environment. There are more than 120 extracurricular clubs and activities initiated by students, from the nationally-ranked Debate Society to the Student Musical Theater Group. Opportunities in the arts include orchestral, chamber, jazz, and a cappella music groups, and a variety of drama and dance options. The university hosts an ambitious program of speakers and performers, with recent visits by General Colin Powell, His Holiness the Dalai Lama, former Poets Laureate Robert Pinsky and Charles Simic, among many others representing a wide range of professional and personal experiences. James Cone, General Wesley Clark, Angela Davis and Dick Gregory are among the speakers who have visited Colgate recently at the invitation of student organizations.
Athletics and Recreation

The mission statement of the Division of Physical Education, Recreation, and Athletics provides an accurate description of Colgate's offerings: “...to provide opportunities for all members of the university community to engage in fitness, recreation, and competitive activities. In keeping with the university’s commitment to teaching, the division’s coaching faculty and staff provide challenges for young men and women to fulfill their individual physical and intellectual potential in preparation for lives of leadership and productive citizenship.”

The division’s mission is consistent with the university’s commitment to the total education of its undergraduates. The division supports students’ development through a variety of creative programs, while sustaining Colgate’s rich, competitive athletic tradition. The goals of the division’s programs are to promote a commitment to a high standard of health and fitness; to support social and recreational interactions, to offer students the opportunity to develop athletic skills, and to provide intense competitive challenges for the athletically motivated student population in an equitable manner. These goals are achieved through NCAA Division I athletic participation and a wide range of sports and leisure activities designed to stimulate interpersonal exploration, mutual understanding, discipline, dedication, social responsibility, and personal growth.

The university sponsors 25 varsity sports — 13 women’s and 12 men’s. Twenty-two teams participate in the Patriot League conference, while men’s and women’s hockey teams play in the Eastern College Athletic Conference (ECAC). The Patriot League is led by the presidents of its member institutions, and aims to achieve an appropriate balance between the academic and athletic interests of the student-athletes. Approximately 20 percent of students participate in varsity programs. Colgate’s intercollegiate student-athletes perennially demonstrate one of the highest graduation rates in the nation.

Colgate sponsors a wide variety of non-varsity opportunities for athletic competition and recreational enjoyment, including club and intramural sports and individual recreation. The Outdoor Education Program is an exceptional opportunity, promoting environmental awareness and leadership development. Regarded as one of the finest of its kind, Colgate's Outdoor Education program provides students a chance to rediscover the natural world while learning about themselves. Life at Colgate is very much shaped by the university’s surroundings. Its location in rural central New York raises the intensity of outdoor activity on and off campus. Runners, bikers, and walkers enjoy exploring the university's fitness trail and local country roads, and nearby Lake Moraine is ideal for water sports.
Alumni Engagement

The university’s 30,000 alumni include a remarkable number of individuals who have made important contributions in areas such as government, the arts, journalism, science, business, finance, entertainment, and sports. Nearly 35 percent of all living alumni are women (the first coeducational class graduated in 1974). Colgate alumni reside in all 50 of the United States and in 76 countries worldwide.

The Alumni Council, which is represented by its 55-members, is devoted to advancing the welfare of the university by developing an active and enduring interest among all alumni. A professional staff on campus supports the Council, and maintains records of alumni, sponsors the activities of more than 50 district clubs, hosts an annual reunion that regularly brings 2,000 people to campus in late spring, sponsors an active website, and provides a variety of publications and services. The Alumni Council nominates a total of six representatives to the university’s Board of Trustees.

Alumni have a true loyalty to the university, reflected in their volunteer service to the institution, their 46-55 percent level of participation in contributing to Colgate, and their support network for undergraduates and one another. Indeed, their interest in Colgate and their dedication to the welfare of their fellow graduates is often cited as one of the college’s distinguishing assets. The staffs of the Advancement, Alumni Affairs and Public Relations & Communications offices partner to implement a wide variety of initiatives that foster lifelong connections between the university and its graduates. Colgate is committed to creating a climate for undergraduates that helps them understand the opportunities and benefits of their involvement and support as alumni.
Colgate’s Campus and Surrounding Community

Colgate’s campus is widely regarded as one of the most beautiful in the nation, and its location in the village of Hamilton in beautiful central New York is a distinguishing feature.

Several of the college’s older buildings are constructed of stone quarried on campus and newer buildings complement the historic structures on a campus quadrangle that was built around recommendations by Frederick Law Olmsted, the designer of New York’s Central Park. The campus is splashed across one of the idyllic Chenango Valley hillsides, providing ample spaces for reflection and recreation around campus and in the nearby Adirondack Mountains. Colgate’s golf course, Seven Oaks, is ranked as one of the best collegiate courses in the nation.

Hamilton itself enjoys a remarkable community spirit, and the volunteer engagement of town and gown contribute to a level of activity and quality of life that set the village apart. Other nearby colleges and universities include Hamilton College, Cornell University, Syracuse University, and Binghamton University.

The Village of Hamilton & Central New York Region

The university’s relationship with the Village of Hamilton, has long been a model for community engagement. Colgate’s Hamilton Initiative has worked to restore and support several commercial structures in the downtown area, providing quality retail, hospitality, and dining options for the community and its many visitors. The university bookstore, which moved from campus into the village of Hamilton in fall 2002, is the largest independently owned bookstore in Central New York.
and serves as an anchor store for the downtown retail district. Hamilton is also home to Community Memorial Hospital, a model rural integrated healthcare system with a reputation for clinical excellence. Over the past year, the hospital received a number of honors including the highest patient satisfaction rating of any hospital in Upstate New York and the Gold Seal from the Joint Commission of Accreditation of Healthcare Organizations.

Commercial air transportation is available through Syracuse’s Hancock Airport and Hamilton’s own airport serves private air travel needs.

The Central New York landscape is captured in James Fenimore Cooper’s Leatherstocking Tales and in the work of the late celebrated contemporary novelist Frederick Busch, a member of the Colgate faculty from 1966 to 2006. It is a region with deep historical connections to social activism, such as the utopian experiment of the Oneida Community; the abolitionist work of Gerritt Smith, Frederick Douglass, and the Underground Railroad; the evangelical movements of the “burned-over district”; and the dawn of the women’s rights movement.

Cooperstown, with its famed Baseball Hall of Fame, Farmers’ Museum, and Glimmerglass Opera, is less than an hour away, as is the city of Syracuse with attractions such as Syracuse Stage, Everson Museum, and Syracuse Symphony. Munson Williams Proctor Institute in nearby Utica is one of the country’s acclaimed small art museums.
Opportunities & Challenges for the Next President

With the support of an engaged and constructive Board of Trustees and a talented senior staff, the next President will have the opportunity to build on the dynamic legacy of outgoing President Rebecca Chopp. Over the last decade, Colgate has developed a strategic vision, strengthened and diversified its faculty and student bodies, built a number of exciting new facilities and embarked on an ambitious fundraising campaign to support its academic and co-curricular commitments. The next President will lead Colgate through a new cycle of vision, planning and implementation. Important challenges and opportunities the next President will be expected to address include:

• **Advance the academic excellence of the institution.** Colgate’s success is driven by its ability to continue to attract outstanding faculty, students, and staff. To do so, it will need to build on the current strength of its academic programs. It must provide the intellectual context and resources that facilitate the extraordinary work of Colgate’s faculty and engage a talented student body from around the world.

• **Effectively manage and build Colgate’s resources.** The university has a history of strong financial management that includes 46 consecutive years of balanced budgets and a well-maintained physical plant. In relation to peer institutions, Colgate is underendowed on a per-student basis, but it has been quite successful in its recent fundraising. The “Passion for the Climb” Campaign has a goal of $400 million, more than twice the total of the previous campaign. With $340 million received through this, the second year of a five year campaign, “Passion for the Climb” is well on its way to completion. The campaign has also identified significant numbers of younger alumni who represent a new generation of potential philanthropic leadership for the university to cultivate. The next President will need to build on these successes and opportunities to help Colgate realize its potential.

• **Give leadership and vision to the residential and co-curricular life of the campus, ensuring that it embraces a vibrant array of student interests, builds a strong sense of shared community, and reinforces the academic goals and values of the University.** Colgate’s students pursue a wide range of activities, including participation in 25 Division 1 athletic teams, the arts, community service, Greek letter organizations, debate, and many more. The University seeks to support students in the breadth of their interests, and at the same time to cultivate and enhance their relationships to one another within the Colgate community and to the University itself.

• **Advance and support a diversity agenda that includes students, faculty, administration, and staff.** The University recognizes diversity as an important element in the academic excellence of a leading liberal arts institution. The University also acknowledges the challenges that diversity brings and therefore seeks to promote ongoing opportunities for critical engagement and dialogues across differences, to reward and recognize individual and groups that cultivate innovative diversity initiatives, and to create novel programs and policies that will stretch across the university.

• **Provide leadership to the Hamilton Initiative.** Ensuring the vitality of the village of Hamilton where Colgate is located will support the institution’s ability to enroll the students it would most like to attract, and equally to recruit and retain faculty and staff. In recent years Colgate has worked collaboratively with local leaders to implement strategies and establish
organizational structures with the goal of enhancing the quality of life in Hamilton and its immediate vicinity.

• **Increase alumni engagement with Colgate.** Given the deep loyalty and passion for the university that so many alumni express, Colgate is eager to expand the involvement of its graduates in the life of the institution in positive ways, and to develop more opportunities and programs that bring them back to campus.
Desired Qualifications and Characteristics

The next President of Colgate University must be a visionary leader who will embrace the traditions and values of the institution and carry them forward into the 21st century in new and exciting ways. The ideal candidate will possess:

• a distinguished record of intellectual and administrative accomplishment;
• an understanding of and passion for liberal arts education;
• a commitment to the highest standards of academic excellence;
• a consultative, accessible leadership style that fosters initiative and achievement at all levels of the University;
• the ability to think strategically, establish priorities and make tough decisions when necessary;
• outstanding listening, interpersonal and relationship-building skills;
• exceptional communications skills and the ability to be an articulate national presence on issues of importance to the institution;
• successful experience in fund raising and financial management;
• evidence of being a champion of diversity with a solid and on-going record of overseeing, leading, and creating diversity programs and policies as well as a sophisticated understanding and vision of how to continue to enrich and evolve in this area;
• an inclination to acknowledge and affirm the contributions of others;
• the ability to inspire all constituencies;
• energy, creativity and vision;
• deep personal integrity; and
• an open and approachable presence.
Additional Information
For additional information about Colgate University, consult the Colgate web site: www.colgate.edu.

Compensation
Salary and benefits will be competitive.

Starting Date
July 1, 2010

Nominations and Applications
For best consideration, please submit materials before June 1, 2009. Nominations, inquiries and expressions of interest should be forwarded, in confidence, to:

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Colgate University is an Affirmative Action/Equal Opportunity Employer.
Developing and sustaining a diverse faculty, student body, and staff further the University’s educational mission.